



## Strategic Initiative 8 – Sitewide Strategic Initiatives Description

In addition to the initiatives that are being undertaken as part of the seven major subprojects at Fernald, several sitewide schedule enhancing and cost saving opportunities are being pursued. These include initiatives on safety, workforce restructuring and retention, landlord costs, work planning, U.S. and Ohio EPA agreements, and additional funding.

### Execution Strategy

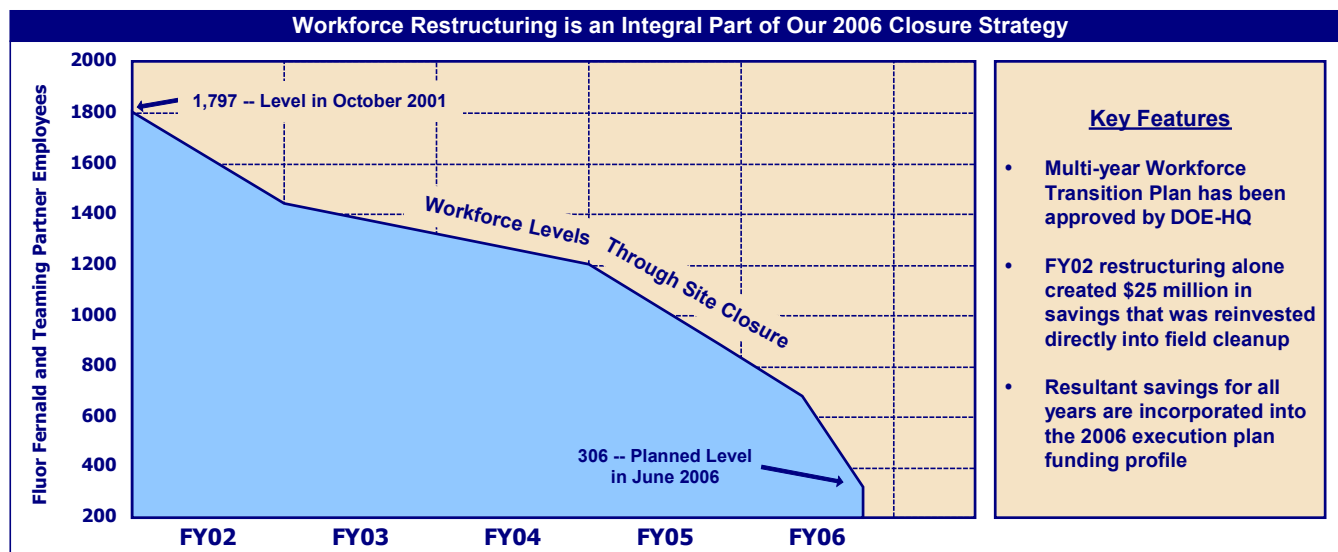
Fernald's safety performance as measured by Total Recordable Case Rates and Lost Workday Case Rates is substantially below comparable private industries by 88% and 87%, respectively. The past year has resulted in higher rates when compared to the previous year, and Fluor is aggressively addressing the root cause of this. The current challenges are in subcontractor safety performance, most prominently at the Silos and D&D subprojects. This intensive safety focus will not change as the 2006 plan is executed and Fernald will continue to place safety first in the execution of all planned acceleration activities and initiatives.

As part of rebaselining to achieve 2006 closure, a "commercial" level of subproject administrative support is being implemented. This approach reduces landlord and overhead costs by reducing service levels in non-cleanup areas such as public affairs, legal, records management, accounting, and information systems. These actions are estimated to save \$10 million per year in overhead costs.

Part of this initiative will be realized by implementing the workforce restructuring actions necessary to achieve 2006 closure, using the Workforce Transition Plan. In FY02 alone, workforce restructuring actions generated savings in excess of \$25 million, which was reinvested directly into field cleanup. Resultant savings for remaining years is incorporated into the 2006 execution plan funding profile.

While workforce restructuring actions will reduce the size of the workforce, skill-mix planning tools have revealed the key skills needed to complete the job. The objective is to minimize loss of these critical skills and to incentivize personnel to both accelerate closure and achieve additional cost savings. Skill retention will be ensured through the use of contractually permitted incentive pools coupled with fee shared with employees by Fluor Fernald. This program is now in place.

To allow continuous analysis of funds requirements in order to take maximum advantage of cost underruns or additional funding that may become available from other sources, more work will be planned for a given year than is funded.



*Fernald's DOE-HQ approved Workforce Transition Plan is tailored to the 2006 closure objective.*



Fernald has worked cooperatively with the U.S. and Ohio EPA and local stakeholders to set sensible cleanup objectives, define a clear future use, and increase focus on post-cleanup stewardship obligations. This partnership has been instrumental in proactively examining the Records of Decision and supporting design documents in light of field experience to ensure the remedies are appropriately protective, sensible, and cost effective. This partnership has led to changes in the cleanup strategies, which have resulted in more efficient field execution without compromises to the remedies' protectiveness to human health and the environment. Recently these changes have included reduction of the intervening layer thickness in the disposal facility from four feet to two feet, with a corresponding increase in the cap clay layer thickness. This change has resulted in much-improved waste placement efficiency with no compromise to the protection of the underlying aquifer.

The Fernald team, in conjunction with U.S. and Ohio EPA, recently worked together to evaluate and ultimately adopt a revised U.S. EPA groundwater cleanup standard that raises the level from 20 to 30 parts per billion total uranium. This cleanup level aligns with contemporary science on the health implication of these drinking water concentrations and permits a more expeditious cleanup schedule for affected groundwater.

The Fernald team will continue to work with its regulators and stakeholders to take on tough issues and arrive at sensible solutions, which ensure protectiveness and demonstrate cost effectiveness.

Fernald needs continued support, in the form of both funding and technical assistance, for high-risk subprojects from the DOE-EM Office of Science & Technology. The key subproject areas for which continued support is needed are the Silos 1&2 and Silo 3 subprojects.

### Key Actions and Responsibilities

The following table lists the key actions needed to implement sitewide initiatives to meet 2006 site closure. Also included are the responsible organizations, the status of the key action, and the date that the key action is needed. The key actions for all eight strategic initiatives (subprojects) are compiled in Attachment 2.

Key Actions and Responsibilities for Sitewide Strategic Initiatives			
Action	Responsibility	Status	Date Needed
Continue to place safety first in the execution of all planned acceleration activities and initiatives	DOE-OH and Fluor Fernald	In progress	Ongoing
Continue to focus on aggressive reduction of landlord and overhead costs	DOE-OH and Fluor Fernald	In progress	Ongoing
Implement workforce restructuring actions necessary to achieve the 2006 execution plan, using the DOE-HQ-approved Workforce Transition Plan	Fluor Fernald	In progress	Ongoing
Use retention incentives to ensure key skills remain available	DOE-OH and Fluor Fernald	In progress	Ongoing
Plan more work in a given year than is funded	DOE-OH and Fluor Fernald	In progress	Ongoing
Continue working closely with regulators and stakeholders to streamline process requirements and operations	DOE-OH and Fluor Fernald	In progress	Ongoing
Assist Fernald in obtaining continued DOE-EM Office of Science & Technology funding and technical support for high-risk subprojects	DOE-OH	In progress	Ongoing